

# Analysis of the Effect of Participatory Leadership and Empowerment on Village Officers Performance Through Job Satisfaction in The Region of Lekok District, Pasuruan Regency

Hilman Pandu Veva Diwana<sup>1</sup>, MC Sina Setyadi<sup>2</sup>, Boge Triatmanto<sup>2</sup>

<sup>1</sup>Student of Magister Management, University of Merdeka Malang, Indonesia

<sup>2</sup>Faculty of Economics and Business, University of Merdeka Malang, Indonesia

---

## ABSTRACT

*This study aims to analyze the effect of participatory leadership and empowerment on performance through job satisfaction in village officers in the region of Lekok District, Pasuruan Regency. The sample in this study was village officers totaling 144 people from a population of 226 people. The data collection equipment used in this study was a questionnaire. The sampling technique used is purposive sampling. The collected data were analyzed using path analysis test to determine the effect of all the variables involved. The results showed that: 1) Participatory leadership and empowerment had a positive and significant impact on the performance of village officers; 2) Participatory leadership and empowerment have a positive and significant impact on job satisfaction of village officers; 3) Job satisfaction has a positive and significant impact on the performance of village officers; 4) Participatory leadership, empowerment and job satisfaction have a positive and significant impact on the performance of village officers.*

**Keywords:** Participatory Leadership, Empowerment, Job Satisfaction, Performance.

---

## 1. INTRODUCTION

The sustainability of governance in Indonesia, whether at the level of the Central Government, Provincial Government, Regency and City Governments to the Village Government level, cannot be separated from the role of government employees. In the view of the Indonesian people in general, the existing government employees are considered to have not been able to meet the expectations of the majority of the community. Government employees are considered not to be running effectively, efficiently and seem slow in providing services to the community. This view of the community cannot be separated because there are still many sad views of the community about the perceived service.

This poor public image and view of the government's performance is caused by the low performance of government employees. So that today the government continues to improve the quality, effectiveness and efficiency as well as dexterity and responsiveness in public services. The position and role of village officers in carrying out government activities at the village level, service to the community and also development is very important.

A government agency, be it the village government, will be able to realize its goals properly and maximally if the agency has reliable, qualified and professional human resources in carrying out every task and job. Because the village government expects human resources to have a high level of performance. This is in accordance with the opinion of Hasibuan (2002) which states that humans always play an active and dominant role in every organizational activity, because humans become planners, actors and determinants of achieving organizational goals [1].

Performance is a very important part in an organization. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2007) [2].

The existing and very complex dimensions of performance are certainly very difficult for organizations to identify things that need top priority in order to improve performance and also in determining human resource management policies. Apart from the dimensions that affect performance by taking into account the findings of previous research, the basic things that need to be considered by organizations and government agencies in an effort to improve employee performance are leadership style, empowerment and job satisfaction.

Participatory leadership is very effective in setting goals because it always expects opinions, suggestions and input from subordinates in the decision-making process. And the right leadership can lead to and increase one's motivation at work. This is in line with the results of research conducted by Setiawan (2017) which concludes that participatory leadership style has a significant effect on employee performance [3]. Another research conducted by Putra et.al (2021) also shows that Participatory Leadership has a positive and significant effect on employee performance. Empowerment allegedly affects employee performance, where this empowerment includes the ability of employees to accept delegation of authority from superiors [4].

Based on previous research and how the influence of participatory leadership and empowerment on the performance of village officers, the following hypotheses can be concluded:

H1: It is suspected that participatory leadership (X1) and empowerment (X2) have a significant effect on the performance (Y2) of village officers in the Lekok District.

In every organization or company, a leader is needed who can protect each member and each leader has their own style in controlling the organization that can create a comfortable and productive work atmosphere. Leadership style is a factor that is directly related to the continuity of an organization. Wibowo (2013) reveals that leadership style is closely related to job satisfaction because the leader's actions can eliminate employee disappointment with the job. A good leadership style will be directly related to the way each member of the organization thinks and acts [5]. Empowerment allegedly affects job satisfaction, where the more employees feel empowered, the employee's job satisfaction will increase. This is in line with research conducted by Styawahyuni et al (2013) where the results of the study conclude that employee empowerment partially has a positive and significant effect on employee job satisfaction [6]. Another study by Marwan et al (2020) also revealed that empowerment has a positive and significant effect on job satisfaction [7].

Based on previous research and how the influence of participatory leadership and empowerment on job satisfaction, it can be concluded the following hypothesis:

H2: It is suspected that participatory leadership (X1) and empowerment (X2) have a significant effect on job satisfaction (Y1) of village officers in the Lekok District.

Employees in the company want to be appreciated at work, so it is concluded that good employee performance will be created if employees feel valued and treated like adults. This is in line with research conducted by Marwan et al (2020) which revealed that job satisfaction has a positive and significant effect on employee performance [7].

Based on previous research and how the effect of job satisfaction on performance, it can be concluded that the hypothesis is as follows:

H3 : It is suspected that job satisfaction (Y1) has a significant effect on the performance (Y2) of village officers in the Lekok District.

Based on the three hypotheses above and how the influence of participatory leadership and empowerment on performance through job satisfaction, it can be concluded the following hypothesis:

H4 : It is suspected that participatory leadership (X1) and empowerment (X2) have a significant effect on performance (Y2) through job satisfaction (Y1) of village officers in the Lekok District.

## **2. LITERATURE REVIEW**

### **2.1. Participatory Leadership**

The participatory leadership style involves the efforts of a leader to encourage and facilitate participation by others in making decisions that are not made by the leader himself. The aspects of the participatory leadership style include consultation, joint decision making, sharing of power, decentralization and democratic management. A direct indicator of the existence of participatory leadership lies in the behavior of its followers which is based on employees' perceptions of the leadership style used (Thoha, 2004) [8].

### **2.2. Empowerment**

Empowerment is an effort to give autonomy, trust superiors to subordinates, and encourage them to be creative in order to complete their duties as best as possible, employees are given the freedom to take actions that are deemed appropriate in order to serve customers, including dealing with problems that occur in their work, through employee empowerment. It is hoped that sharing of power will occur, namely that subordinates are involved jointly by the management to make changes (Kadarisma; 2012) [9].

**2.3. Job satisfaction**

According to Robbins (2008) job satisfaction is a general attitude towards one's work as the difference between the amount of rewards received by workers and the amount of rewards that are believed to be received [10].

**2.4. Performance**

Robbins (2008) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job [10].

**3. RESEARCH METHODS**

This study uses an explanatory research type with a quantitative approach. The scope of this research is in the field of human resource management which aims to analyze the relationship of participatory leadership and empowerment to the performance of village officers through job satisfaction. The study was conducted in 11 village governments spread across the working area of Lekok sub-district, Pasuruan district. The independent variables in this research are participatory leadership and empowerment, while the dependent variable in this research is performance and the intervening variable is job satisfaction. There are two sources of data, namely primary data in the form of questionnaires and secondary data in the form of data obtained from Lekok District, Pasuruan Regency.

In this study the author uses a five-point Likert scale with criteria Strongly Agree (SS), with a score: 5 Agree (S), with a score: 4 Neutral (N), with a score: 3 Disagree (TS), with a score: 2 Strongly Disagree (STS), with a score of 1 which was tested with validity and reliability tests. The sample in this study amounted to 144 respondents from a total population of 226 village officers in the Lekok District. The data analysis technique in this study consisted of (1) description analysis, (2) classical assumption test (3) path analysis and (4) hypothesis testing.

**4. RESEARCH RESULT**

**4.1 Description of Respondents Characteristics**

In this study, researchers analyzed the relationship between Participatory Leadership, Empowerment and Job Satisfaction as intervening variables on performance. Data were collected from 144 respondents who have the characteristics as shown in table 1.

**Table 1 Respondent’s Characteristics**

<b>Gender</b>	<b>%</b>	<b>Level of education</b>	<b>%</b>
Man	90.28	High School	93.75
Woman	9.72	Bachelor Degree	5.56
		Master Degree	0.6944
<b>Age</b>	<b>%</b>	<b>Employment status</b>	<b>%</b>
21-30	44.4	Village Officer	100
31-40	29.9		
41-50	16.7		
51-60	9.0		

Respondents in this study were 100% with Village Officers status, dominated by men and of productive age, namely aged 21-30 years with the highest educational status at the High School level.

**4.2 Research Instrument Test**

Data analysis is processed by SPSS program. There are 4 variables, 12 indicators and 36 instruments analyzed. The results of the validity test show that the 36 instruments tested are valid, which means that the respondents understand and understand the statements in the questionnaire. The results of the reliability test show that the 36 instruments tested are reliable and this ensures that all instruments are suitable for use as a measuring instrument.

**4.3 Description of Research Variables**

Respondents' perceptions can be analyzed from the average value of each variable and indicator. Participatory leadership is measured by democratic management indicators, joint decision making and consultation indicators. Democratic management has the greatest impact on participatory leadership. This shows that decision-making based on aspirations and input from below is a form of democracy that must be carried out by leaders.

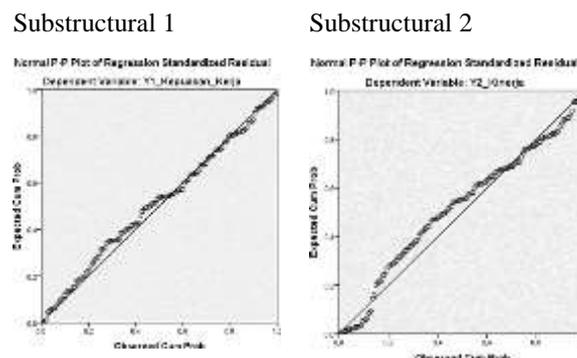
Empowerment is measured by indicators of giving autonomy, trusting superiors to subordinates and encouraging subordinates to be creative. Encouraging subordinates to be creative has the greatest impact on empowerment. This shows that encouragement from leaders to subordinates to continue to innovate in their work can improve the quality of employees' human resources.

Job satisfaction is measured by indicators of satisfaction with working conditions, indicators of satisfaction with salary or wages and satisfaction with coworkers. Satisfaction with salary or wages has the greatest impact on job satisfaction. This shows that salary or wages that are in accordance with the work can increase employee job satisfaction.

Performance is measured by indicators of timeliness, quantity of work results and quality indicators of work results. The quality of the work has the greatest impact on performance. This shows that the quality of work that is good and in accordance with work standards can improve employee performance.

**4.4 Classic assumption test**

The normality test of the data was carried out in 2 tests, namely the Normal Probability Plot and the One Sample Kolmogorov-Smirnov Test.



**Figure 1. Normal Probability Plot**

Figure 1 illustrates the results of the normality test of data on substructural 1 and substructural 2 showing the distribution of points that does not deviate to the left or right, is directly proportional and remains in line with the diagonal axis shown in the diagram. So it can be concluded and confirmed that the regression model in ongoing research meets the elements of data normality.

**Table 2 One Sample Kolmogorov-Smirnov Test**

One Sample Kolmogorov-Smirnov Test	
asyp. Sig.	
Substructural 1	Substructural 2
0.8300	0.0850

The Kolmogorov-Smirnov test of substructural 1 and substructural 2 shows the Asymp value. Sig. > 0.05. This situation shows that the data used in this research is confirmed to be normally distributed.

#### 4.5 Path Analysis Test

**Table 3 Path Analysis Test Results**

Variable			Influence Direct	Influence Indirect	Influence Total	Information
X1	→	Y1	0.352	-	-	Sig
X2	→	Y1	0.241	-	-	Sig
X1	→	Y2	0.260	-	-	Sig
X2	→	Y2	0.292	-	-	Sig
Y1	→	Y2	0.298	-	-	Sig
X1	→	Y2 through Y1		<b>0.105</b>	<b>= 0.365</b>	Sig
X2	→	Y2 through Y1		<b>0.072</b>	<b>= 0.364</b>	Sig

#### 4.6 Hypothesis test

##### a. Hypothesis Test 1

The joint test shows that the impact of the variables X1, X2 and Y2 produces a significance value of 0.000 which is smaller than the value of 0.05. Based on that condition,  $H_a$  is accepted. This situation shows that Participatory Leadership and Empowerment have a positive and significant impact on the correlation with Performance.

##### b. Hypothesis Test 2

The joint test shows that the impact of the variables X1, X2 and Y1 produces a significance value of 0.000 which is smaller than the value of 0.05. Based on that condition,  $H_a$  is accepted. This situation shows that Participatory Leadership and Empowerment have a positive and significant impact on the correlation with Job Satisfaction.

##### c. Hypothesis Test 3

Separate testing shows that the impact of variables Y1 and Y2 produces a significance value of 0.0000 which is smaller than the value of 0.05. Based on these conditions,  $H_a$  is accepted. This situation shows that job satisfaction has a positive and significant impact on the correlation with performance.

##### d. Hypothesis Test 4

The joint test shows that the impact of the variables X1, X2, Y1, and Y2 produces a significance value of 0.000 which is smaller than the value of 0.05. Based on these conditions,  $H_a$  is accepted. This situation shows that Participatory Leadership, Empowerment, Job Satisfaction have a positive and significant impact on the correlation with Performance. In addition, the test results show the effect of Participatory Leadership on Performance through Job Satisfaction with a total effect value of 0.365 and a direct effect of 0.260. This can explain that job satisfaction has the status as an intervening variable in the influence of Participatory Leadership on Performance because the value of the direct influence is smaller than the total effect.

## 5. CONCLUSIONS AND SUGGESTIONS

### 5.1 Conclusion

From the research answers that have previously been described, there are a number of conclusions, including the following:

- 1) Participatory Leadership is leadership that involves subordinates and brings all members involved in the organization to be able to participate in decision-making activities. Empowerment is give responsibility and authority to the employee or employees to make decisions regarding all aspects of the job, workers are given an increased amount of autonomy and latitude in relation to their work. Job satisfaction is the way workers feel about their jobs and attitudes, happy or not happy in doing his job. Performance is work results in quality and quantity achieved by an employee or employee in carrying out their duties in accordance with their job responsibilities.

- 2) The test shows that Participatory Leadership and Empowerment have a positive and significant impact on the correlation with Village Officers Performance in the Lekok District, Pasuruan Regency. This indicates that the application of participatory leadership and empowerment can improve performance. Consultation, joint decision-making between leaders and subordinates and democratic management in participatory leadership can guarantee and improve performance. In addition, good performance can be realized by giving subordinates autonomy in carrying out their duties, subordinates feel trust in their superiors in their work and subordinates also feel compelled to always be creative.
- 3) The test shows that Participatory Leadership and Empowerment have a positive and significant impact on their correlation with Village Officers Job Satisfaction in the Lekok District, Pasuruan Regency. This indicates that the application of participatory leadership and empowerment can increase job satisfaction. Consultation, joint decision-making between leaders and subordinates and democratic management in participatory leadership can guarantee and provide job satisfaction. In addition, good job satisfaction can be realized by giving subordinates autonomy in carrying out their duties, subordinates feel trust in their superiors in their work and subordinates also feel compelled to always be creative.
- 4) The test shows that Job Satisfaction has a positive and significant impact on its correlation with Village Officers Performance in the Lekok District, Pasuruan Regency. This indicates that if job satisfaction is high, the level of performance is also high. Good working conditions, appropriate salary and wages and good working relations between employees can give employees a sense of satisfaction so that performance achievements are also good.
- 5) Joint testing shows that Participatory Leadership, Empowerment, and Job Satisfaction have a positive and significant impact on their correlation with Performance. Separate testing shows the Effect of Participatory Leadership on Performance through Job Satisfaction as an intervening variable because the value of the direct effect is smaller than the total effect. Separate testing also shows the effect of Empowerment on Performance through Job Satisfaction as an intervening variable because the value of the direct effect is smaller than the total effect.

## **5.2 Suggestion**

Based on the results of the study, the suggestions that can be given are as follows:

- 1) For the Village Government in Lekok District, in an effort to improve the performance of village officers, it is necessary to implement participatory leadership, increase empowerment, guarantee and increase job satisfaction of village officers.
- 2) For the development of knowledge based on research results, it can be seen how the influence of participatory leadership, empowerment and job satisfaction on the performance of village officers so that it can become additional knowledge in various sectors, especially in efforts to improve performance.
- 3) For further research should further expand other variables and increase the number of samples. In addition, to strengthen the data, interviews can also be added to the research sample so that the data and information obtained are not limited to questionnaires in the form of closed statements.

## **REFERENCES**

1. Hasibuan. 2002. Company Human Resources Management. Bandung: PT. Earth Literature.
2. Mangkunegara. 2007. Company Human Resources Management. Bandung: PT. Rosdakarya Youth.
3. Setiawan, Andre. 2017. The Effect of Participatory Leadership Style on Employee Performance Through Work Motivation and Satisfaction. Business Management Program, Management Studies Program, Petra Christian University, Surabaya. Agora Vol. 5, No. 3, (2017) 1-7
4. Putra et al. 2021. The Role of Job Satisfaction as Mediating the Effect of Participatory Leadership on Employee Performance at PT. Prosperous Indobali Trada Denpasar. Values, 2(2), pp.466-473.
5. Wibowo. 2013. Behavior in Organizations. Jakarta: PT Raja Grafindo Persada.
6. Setyawahyuni, et al. 2013. The Effect of Employee Empowerment and Job Stress on Employee Job Satisfaction. Faculty of Economics and Business, Udayana University, Bali. Udayana University Management E-Journal, 3 (6)
7. Marwan, et al. 2020. The Role of Empowerment and Job Engagement on Job Satisfaction and Performance. Journal of Applied Business, 4(2), pp.199-214.
8. Thoha. 2002. Organizational Behavior, Basic Concepts and Applications. Jakarta: Raja Grafindo Persada.
9. Kadarisman, M. 2012. Human Resource Development Management. Jakarta: Rajawali Press.
10. Robbin, Stephen, Timothy A. Judge. 2008. Organizational Behavior. Jakarta: Salemba Empat.